



# Employee Attitude Survey 2005

**Purpose:** This questionnaire surveys employee attitudes, perceptions, and opinions about specific issues identified by the results of the 2003 Employee Attitude Survey (EAS). The following four subject areas were identified by employees on the 2003 EAS as those that needed the most improvement: (1) leading and managing performance, (2) resolving conflicts, (3) recognizing and rewarding performance, and (4) enhancing communications. The results of this survey will also help agency management gauge progress on the Flight Plan Organizational Excellence goal of increasing management effectiveness and accountability.

**Confidentiality Assured.** The Civil Aerospace Medical Institute (CAMI) strictly adheres to ethical standards, public law, and federal policies for safeguarding the confidentiality of all participants in this survey. All responses to survey and demographic items are confidential and anonymous. Individual responses to survey and demographic items shall not be reported, and no individual shall be identified. Only group statistics based on responses from at least eight (8) participants shall be used in any report. The lowest level of reporting will be the major work forces or groups of offices as listed in the demographics, provided that there are at least eight (8) participants in each group.

**Union Coordination.** In compliance with FAA policy and union contracts, the FAA Labor Relations Office forwarded the Employee Attitude Survey 2005 to unions representing FAA employees for review and comment prior to distribution.

**Work Time Authorized.** FAA employees are authorized to complete this survey during normal working hours.

**Completing the Survey.** Completion of this survey, or any part of this survey, is **voluntary**. Responses to this survey are **anonymous** and **confidential**. When completing the survey, do not dwell on each answer. Usually the first thing that comes to mind when you read a question is the best choice. Some questions may seem to be redundant, but, in fact, are asking about a particular topic or issue from a different perspective. If answering a question makes you uncomfortable, skip it. A few missing items will not invalidate the entire survey.

**Point-of-Contact.** The agency Point-of-Contact for questions about or additional information on this survey is Dana Broach, Ph.D. at (405) 954-4839 or [dana.broach@faa.gov](mailto:dana.broach@faa.gov)

## RETURNING THE SURVEY

Seal your completed survey in the return-addressed, business-reply envelope provided, and place the envelope in any US Postal Service mailbox. If you misplaced your return envelope or were not provided an envelope, mail your survey to:

Civil Aerospace Medical Institute (CAMI)  
Training and Organizational Research Laboratory, AAM-520  
PO Box 25082  
Oklahoma City, OK 73125

## MARKING INSTRUCTIONS

- Use a No. 2 pencil or a blue or black ink pen only.
  - Do not use pens with ink that soaks through the paper.
  - Make solid marks that fill the circle completely.
  - Make no stray marks on this form.
- Correct: ●      Incorrect: ⊗   ⊖   ⊕



## Definitions

Executive, Senior Leadership	---	FAA officers, members of the Senior Executive Service (SES) or equivalent
Managers	---	Persons who directly manage one or more supervisors
Supervisors	---	Persons who directly supervise one or more non-supervisory employees; typically, the person responsible for performance appraisals and leave approval
Employees	---	All other non-supervisory employees (including team leaders, who may assign work but do not conduct performance appraisals or approve leave)
Customer	---	Anyone in- or outside the FAA who uses or receives the products or services that your organization provides.
Work Unit	---	Your immediate work unit headed by your immediate first-level supervisor; the people you work with on a daily basis
Organization	---	Typically, the next level or two up from your immediate work unit
FAA	---	The FAA as a whole

Please indicate your **level of agreement**.  
(Select one response)

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1. Communications with my supervisor about my performance have helped clarify what is expected from me in my job. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am clear about how "good performance" is defined in my organization. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My supervisor has clearly communicated the connection between my individual performance expectations and my work unit's goals and objectives. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My organization has clearly communicated the connection between my individual performance goals and the FAA Flight Plan. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Actions taken in response to the 2003 Employee Attitude Survey have made the management of my organization more effective. -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Please indicate your **level of agreement**.  
(Select one response)

Strongly Disagree   Disagree   Neither Disagree nor Agree   Agree   Strongly Agree

7. Non-supervisory employees in my organization are held accountable for achieving important agency goals. -----
8. Managers and supervisors in my organization are held accountable for achieving important agency goals. -----
9. Corrective actions are taken to deal with non-supervisory employees who perform poorly. -----
10. Corrective actions are taken to deal with supervisors or managers who perform poorly. -----
11. The management of my organization has become more accountable because of actions taken in response to the 2003 Employee Attitude Survey. -----
12. In my organization, there are service goals aimed at meeting customer expectations.
13. In my organization, managers show commitment to customer support through their actions. -----

**To what extent...**  
(Select one response)

Not at all   Limited Extent   Moderate Extent   Considerable Extent   Great Extent

14. ...do you personally experience work-related conflicts or disagreements ? -----
15. ...do conflicts or disagreements negatively impact your work unit's performance? ----
16. ...do conflicts or disagreements lead to improved working relationships? -----
17. ...are conflicts or disagreements resolved effectively in your work unit? -----

Please indicate your **level of agreement**.  
(Select one response)

Strongly Disagree   Disagree   Neither Disagree nor Agree   Agree   Strongly Agree

18. Conflicts and differences in my organization are brought out and managed rather than avoided or worked around. -----

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Please indicate your **level of agreement**.  
(Select one response)

Strongly  
Disagree

Disagree

Neither Disagree  
nor Agree

Agree

Strongly  
Agree

19. My supervisor is effective in dealing with conflicts and disagreements. -----

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☐
☐
☐
☐

20. Actions taken in response to the 2003 Employee Attitude Survey in my organization have improved how conflicts are handled and resolved. -----

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☐

21. It's pretty common to hear "job well done" within my organization. -----

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22. The contributions made by employees to my work unit's performance are recognized and publicly acknowledged by my organization. -----

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☐

23. Employees are rewarded for providing high quality products and services to customers. -----

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☐
☐
☐
☐

24. Recognition and rewards are based on merit. -----

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☐
☐

25. People in my organization get the credit they deserve for the work they do. -----

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☐

26. Actions taken in response to the 2003 Employee Attitude Survey in my organization have improved the recognition of and rewards for performance. -----

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27. Policies affecting my work are communicated adequately. -----

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28. Guidance on procedures for doing my work is communicated adequately. -----

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29. Management in my organization ensures that the information I need to do my job is readily available. -----

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☐
☐
☐
☐

30. In my organization, we are encouraged to share information to get the job done. ----

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☐
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31. Feedback from employees is valued and acted upon by the senior leadership of the FAA. -----

☐
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Please indicate your **level of agreement**.  
(Select one response)

Strongly  
Disagree

Disagree

Neither Disagree  
nor Agree

Agree

Strongly  
Agree

32. My supervisor actively seeks feedback from employees in my work unit about agency policies, programs and initiatives that impact our work. -----

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33. I believe the FAA senior leadership is working to improve how they communicate with employees. -----

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34. In the last 12 months, I have seen improvements in the way the FAA communicates with its employees. -----

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☐

35. FAA senior leadership has done a good job communicating Flight Plan goals and objectives to employees. -----

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☐

36. FAA executives are honest when communicating with employees. -----

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☐

37. I hear news about the FAA more often from outside sources like the media than from internal sources such as FAA management, broadcast messages, agency newsletters and other official sources. -----

☐
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☐

38. Communications have improved in my organization because of actions taken in response to the 2003 Employee Attitude Survey. -----

☐
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☐
☐

## Demographics

39. **Your Supervisory Level** (Select one response)

- ☐ Non-supervisory employee or non-supervisory team lead
- ☐ First- or second-level supervisor
- ☐ Manager or Executive

## Demographics (continued)

### Organization

### Description

(Select one response)

- ☐ ATO En Route --- ARTCC & ATO-E (En Route & Oceanic Services), Service Area Director & HQ Staff
- ☐ ATO Terminal --- Terminals & ATO-T (Terminal Services), Service Area Director & HQ Staff
- ☐ ATO Technical Operations --- SSCs, SMOs, Implementation Centers, System Standards, Service Area Director & HQ Staff
- ☐ All Other ATO --- ATO-A (Acquisition & Business Services), ATO-C (Communications), ATO-D (Flight Service Alaska, HQ & Service Area Director Staff Only), ATO-F (Finance), ATO-P (Planning including WJHTC), ATO-R (System Operations), ATO-S (Safety), & ATO Transition
- ☐ Flight Standards --- All AFS field, FSDO, Regional Office & HQ Staff
- ☐ Aircraft Certification --- All AIR field, MIDO, ACO, Directorate & HQ Staff
- ☐ All Other AVS organizations --- All other AVS organizations (AAM, AAI, ARM, AOV, AQI, & AVS HQ Staff)
- ☐ Regional & Center Operations --- Regional Office staff (not straight-lined), MMAC (not tenant), & ARC
- ☐ All Other HQ Offices --- All other HQ offices, including AOA, ADA, AGC, ACR, AGI, APA, API, ASH, AHR, AST, ARP, & AIO

### About the survey

Please indicate your **level of agreement**.

(Select one response)

Strongly  
Disagree

Disagree

Neither Disagree  
nor Agree

Agree

Strongly  
Agree

41. The survey instructions were clear. -----

☐☐☐☐☐

42. The survey questions were clear and easily understood. -----

☐☐☐☐☐

43. The definitions were helpful. -----

☐☐☐☐☐

44. I believe that my individual responses are confidential and anonymous. -----

☐☐☐☐☐

45. About how long did it take you to complete the survey (in minutes)?

☐ 10 or less

☐ 11 to 20

☐ 21 to 30

☐ 31 or more

☐ Not sure



**Comments:** Please use this page to provide additional comments. All written comments will be transcribed, content coded, and quantified. Transcribed comments and summary results will be presented to Line of Business or Staff Office Management. Profanity and identifying information such as name, region, and facility will be deleted during transcription; however, if the content of your comment identifies you, your confidentiality cannot be assured. Transcribed comments are subject to the Freedom of Information Act (FOIA).

